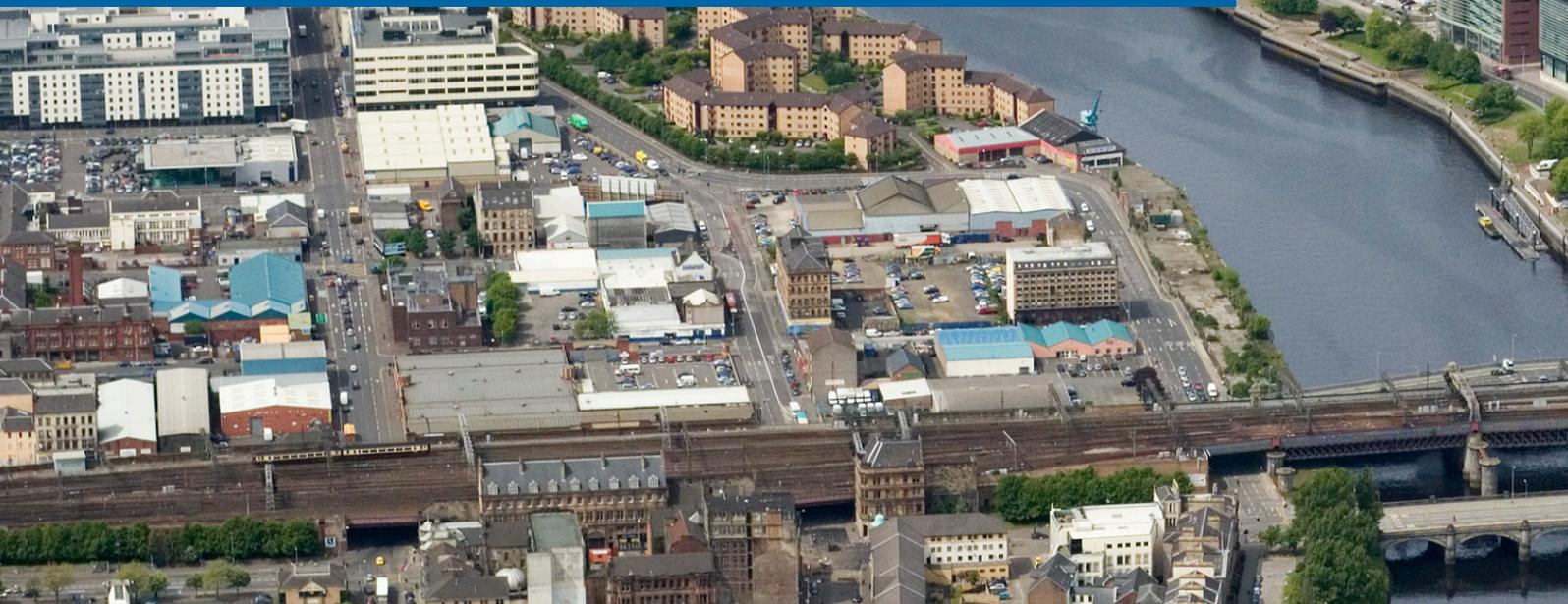


# Architecture+DesignScotland Delivering Better Places 2011/14





Our Vision  
**Scotland is a place renowned  
for good architecture and  
sustainable places.**





Published by A+DS (Architecture and Design Scotland)

A+DS is Scotland's national champion for excellence in architecture, design and placemaking. It is a nondepartmental public body of the Scottish Government.

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**Architecture+DesignScotland**  
Ailtearachd is Dealbhadh na h-Alba

# Delivering Better Places 2011/2014

## CONTENTS

<b>INTRODUCTION</b>	<b>6</b>
<b>ABOUT A+DS</b>	<b>8</b>
<b>CHALLENGES</b>	<b>10</b>
<b>PURPOSE AND OBJECTIVES</b>	<b>12</b>
<b>POLICY CONTEXT</b>	<b>14</b>
<b>OUTCOMES AND ACTIONS</b>	<b>16</b>
<b>Annex 1 - A+DS: BUSINESS OPERATIONS</b>	<b>22</b>
<b>Annex 2 - A+DS: OUR PEOPLE</b>	<b>23</b>

# Delivering Better Places 2011/2014

## INTRODUCTION



Karen Anderson - A+DS Chair

I am delighted to introduce our Corporate Plan for 2011/14 and signal a new direction for Architecture and Design Scotland (A+DS). The world is a very different place now than when A+DS was set up in 2005. Development activity has slowed and public expenditure is likely to reduce over the life of this plan. Against this background, the Board and I are determined to provide the best support possible to our partners in realising their ambitions.

As an executive non-departmental public body (NDPB), our remit and funding is set by the Scottish Government through our Management Statement while our work is overseen by a Board whose members are appointed by Scottish Ministers. We are fully committed to support the Scottish Government's national outcomes. Our focus is to provide timely advice and develop a wider understanding of the contribution good architecture and placemaking can make to tackling climate change and supporting sustainable economic growth. To do so effectively we will listen closely to those who use our services to ensure we understand what they value most from us.

We are fortunate to have a dedicated and talented staff committed to supporting the creation of places where people want to be. In addition to our staff we also call on a range of expert panelists through our Design Review service. I will never cease to be delighted at the number of my fellow professionals who are prepared to give freely of their time to champion the creation of better buildings and places across Scotland.

So while the shape of A+DS has changed and the context in which we operate has altered, our central mission remains; to play our part in the creation of buildings and places that meet the needs of the people of Scotland now and in the future.



Model of the Highland Housing Expo that toured Scotland before the Expo began

# Delivering Better Places 2011/2014

## ABOUT A+DS

### Schools Design

### Healthcare Design

### Design Review

### Access

### Urbanism

### Sust.

A+DS is Scotland's champion for good architecture and sustainable places. We were established by the Scottish Government in 2005 to provide advice and support to those involved in commissioning, designing and regulating new buildings and places. While a great deal was achieved, in 2009 the Barraclough Review recommended changes to our governance and clearer linkages between our work and wider government objectives.

In 2009 we also took on responsibility for programmes on architecture and sustainability previously delivered by the Lighthouse Trust. We have responded to these changes and now work in a wide range of ways to celebrate and promote the value of good architecture and placemaking while still providing advice to a range of practitioners. Our work is delivered principally through 6 programmes – Design Review, Urbanism, Access, Sust., Health and Schools. While each of these has a distinct identity, in practice much of our work involves collaboration between our programmes and external partners.

Design Review provides advice to clients, designers and local authorities on significant development proposals across Scotland; Urbanism works with a range of partners to put in place new ways of creating good places; Access encourages public engagement with architecture and the built environment through a range of media; Sust. promotes sustainable approaches to building and placemaking; Health and Schools support clients and design teams deliver the best environments for learning and healing.

Across all of these programmes, we work with a range of communities to help them shape the places they value, celebrate the value of architecture and collaborate with the public and private sectors to create places where people want to be. Through this we aspire to realise our vision: a Scotland renowned for good architecture and sustainable places.



Main public stair and circulation space of Renfrew Health and Social Care Centre.

## CHALLENGES



Design Review site visit

Scotland enjoys a rich inheritance of buildings and places whose diverse character contributes so much to our national identity. In managing and adapting this legacy we have the opportunity to learn lessons from those places which have endured and apply these lessons to support sustainable new places in challenging times.

As we face up to the effects of a global recession and climate change, creating and managing sustainable places has never been more important. Successful countries recognise the importance of good placemaking to their citizens. They understand that a good quality built environment fosters a confident, effective and cultured society. Fine buildings new and old and well-designed spaces create places that lift the spirit, support good health, deliver environmental benefits and contribute to the sustainable economic growth of our communities.

The value of this is now recognised more widely than in the past. The Scottish Council of Economic Advisors (2008) stated that a central purpose of the planning system must be to facilitate well-designed buildings and places, not for their own sake, but as a means of supporting sustainable growth. Our challenge is therefore to collaborate more effectively to foster buildings and places that are distinctive and of high quality. By responding positively to this challenge, Scotland can remain a place where people want to be.

In this Corporate Plan, we set out our strategy for meeting this challenge over the next three years. We show what we hope to achieve and how we plan to achieve it. More importantly, we highlight the new directions that we are taking and the wider social, economic and environmental outcomes that can be delivered through good architecture and successful placemaking.



Handover of keys to new houses from  
'Ayrshire Housing'

# Delivering Better Places 2011/2014

## PURPOSE AND OBJECTIVES

### **Our Purpose**

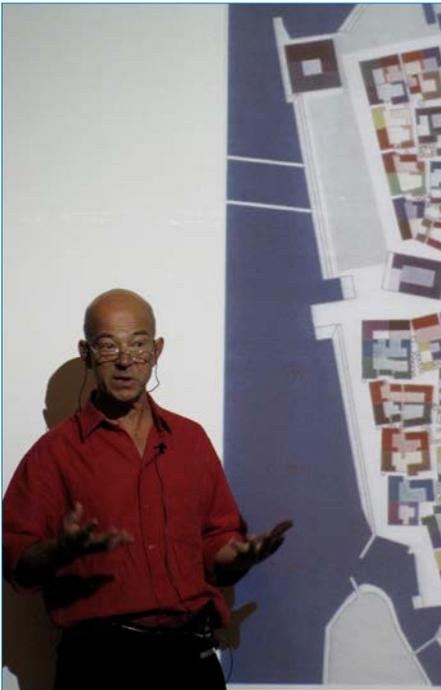
To champion good architecture and sustainable places.

### **Our Strategic Objectives**

We fulfill our purpose through three strategic objectives:

1. Collaborating to achieve good architecture and sustainable places.
2. Supporting and influencing our partners to create the best buildings and places.
3. Inspiring Scotland's people to value good architecture and sustainable places.

In achieving these objectives, we will strive to deliver best value in everything we do, undertaking our work as effectively and efficiently as possible. Our key resource is our staff which we will invest in and support during the life of this corporate plan and beyond.



Klas Tham, the lead designer of Bo01 Malmö, address the Scottish Design Skills Symposium in 2010



Consultation in Alford, Aberdeenshire, on the development of a new school

## POLICY CONTEXT



Culture Minister Fiona Hyslop MSP addresses the Scottish Design Skill Symposium 2010

As a public body, we support the Scottish Government's central purpose "to focus Government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth". In particular, we contribute to a key part of the Government's strategy - the reform of the planning system - by providing timely and proportionate advice and fostering the growth of knowledge, skills and capacity around design and placemaking within local authorities and the wider community.

Previously Scottish Planning Policy 20 set out the roles and responsibilities of A+DS. While this was withdrawn on the publication of a consolidated Scottish Planning Policy (SPP) in 2010 we continue to have a role in development planning and management. As a member of the Scottish Government's Key Agencies Group we also work closely with other public bodies to provide advice on certain major development proposals and on selected development plans.

Working with colleagues from Architecture and Place Division, we are the key agency responsible for supporting the implementation of the Scottish Government's Policy for Architecture (2001); Designing Places (2001) and Designing Streets (2010).



The Scottish Parliament and the "Holyrood North Masterplan Area".

# Outcomes and Actions 2011/2014

## 1. COLLABORATING



Launch of the Neilston Town Charter, as developed by the community of the town with the support of East Renfrewshire Council and A+DS

To deliver Strategic Objective 1 we will identify key organisations, communities and individuals to work with to change our approach to placemaking in Scotland. Through our Health and Schools programmes we will work with funders, clients, design teams and others to achieve high quality public buildings and infrastructure in Scotland.

### OUTCOMES SOUGHT

- Inspirational places of lasting quality are found in all sectors.
- Local authority members and officials demanding quality placemaking as a matter of course.
- Our built environment attracting people and inward investment to Scotland, helping foster economic and social well-being.
- Communities participating more effectively in helping shape new development.
- Improved health and well-being outcomes linked to sustainable places.
- More effective learning environments created in Scotland.
- Schools which support the aims of the Curriculum for Excellence.

### ACTIONS WE WILL TAKE

- Work with local authorities to build knowledge and capacity within officials and elected members.
- Work with the Scottish Government and other public bodies on their estates strategies.
- Work closely with the Scottish Futures Trust and other partners to achieve high quality public buildings.
- Identify our key stakeholder groups and work with them to deliver shared goals, including industry bodies and non-governmental organisations.
- Find out what existing partners value most from our service and what else they would like us to do.

- Establish links with new partners where we can support them in better placemaking.
- Establish what skills and knowledge local authorities most need and find ways of developing these.
- Evaluate our performance through customer surveys and make use of the findings to refine our service.
- Share good practice from home and abroad to show what the public sector can achieve in Scotland.
- Work with local authorities, health boards and others in delivering new public buildings and infrastructure.
- Complete annual work programmes for the Health and Schools Directorates of Scottish Government.
- Explore opportunities to extend this service across the remainder of the public sector.
- Develop material to support public sector client groups to secure the best design outcomes possible.



Dumfries Dental Centre

# Outcomes and Actions 2011/2014

## 2. SUPPORTING

To deliver Strategic Objective 2 we will offer advice on a selection of development proposals at a range of spatial scales.

### OUTCOMES SOUGHT

- Clients, developers and regulators have access to the advice they need to create the highest quality buildings and places.
- New buildings and places consume less energy to create and sustain
- Scotland's public buildings and infrastructure are of high quality.
- Scotland's public buildings and infrastructure are part of successful places.

### ACTIONS WE WILL TAKE

- We will provide advice on developments of national or major significance.
- We will support local authorities and other public bodies in preparing their strategic plans.
- We will provide advice on strategies, techniques and materials to achieve sustainable development.
- Across all our programmes, we will continually review the value of our advice through regular customer feedback.
- Work directly with individual local authorities on design within the development planning process.



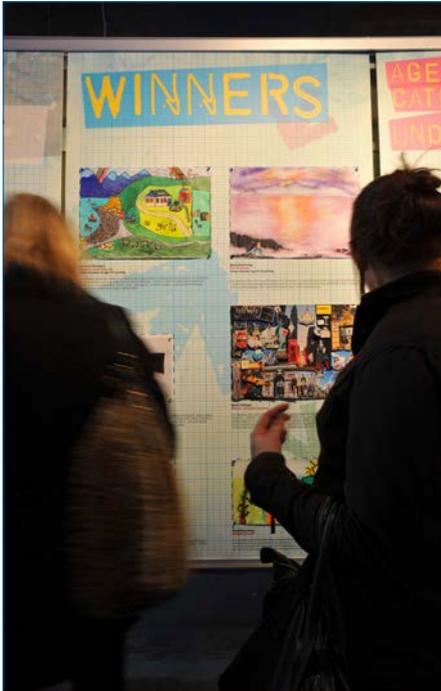
A+DS Design Review Panel training day  
2011



'Metal Petal' installation at Spier's Locks

# Outcomes and Actions 2011/2014

## 3. INSPIRING



'Our Perfect place to Play' exhibition, the Lighthouse 2010

To deliver Strategic Objective 3 we will communicate the value of good architecture and place in a way which seeks to inspire better outcomes for Scotland and promote the best in sustainable placemaking.

### OUTCOMES SOUGHT

- People placing greater value on the places of Scotland.
- Raised awareness of the contribution made by Scotland's buildings and places to cultural identity.
- Greater understanding of placemaking.
- Place quality is a material consideration in new developments.
- Spatial plans are established which have sustainable placemaking at their heart.
- Better understanding of how sustainable placemaking can help address climate change, biodiversity loss and resource depletion.
- More people using sustainable modes of transport.

### ACTIONS WE WILL TAKE

- Develop an inspiring programme of exhibitions, events and workshops.
- Provide accessible, high quality, learning opportunities to develop skills and improve understanding of Scotland's buildings and places.
- Share good practice in sustainable placemaking.
- Undertake research on the value added by good design at all spatial scales.
- Share the lessons learned from our work through publications, seminars, conferences and training and learning events.
- Showcase best practice in architecture and placemaking at home and abroad.
- Run annual seminars to support the development of placemaking skills within Local Authorities.
- Work with partners to develop joint working on advocacy and promotion.



RIBA Awards 2010: Scotland exhibition in the Lighthouse, Glasgow

# Annex 1

## A+DS: BUSINESS OPERATIONS

In support all of our Strategic Objectives, we will undertake our work as effectively and efficiently as possible and invest in our key resource, our staff.

### OUTCOMES SOUGHT

- We recruit and retain highly skilled and committed staff.
- We are recognised as an effective and efficient organisation.
- Our work is valued by those who use our services.

### ACTIONS WE WILL TAKE

- Bring forward annual business plans and performance targets.
- Carry out regular customer surveys to support our business planning and development.
- Support each member of staff's training and development.
- Maintain financial and other controls within the business.
- Establish a skills and training audit to support staff development.
- Review all corporate policies relating to HR, Finance, Procurement and others as necessary to ensure fitness for purpose.
- Review provision of corporate services to establish opportunities for sharing services and/or externalising.

### MANAGEMENT STATEMENT AND BUDGET PROFILES

The Scottish Government sets out the broad direction for A+DS every 2-3 years through the Management Statement/Financial Memorandum. The current Management Statement is available on the A+DS website.

The indicative budget profile for the lifetime of this Corporate Plan is:

20011/12

2012/13

2013/14

# Annex 2

## A+DS: Our People

Full details of A+DS staff members and also of members of the A+DS Design Review Panel can be found on our website.

## A+DS: Our Board

**Karen Anderson, Chair (left)**  
**Jim MacDonald, CEO (right)**



**Graham Ross, Depute Chair (left)**  
**Branka Dimitrijevic (right)**



**Alan Sim (left)**  
**Sandy Beattie (right)**



**Jonny Hughes (left)**  
**Martin Crookston (right)**



**Martin McKay (left)**  
**David Chisholm (right)**



**Andrew Burrell (left)**



Cover image: Shettleston Housing  
Association, Elder and Cannon

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